



2023 PNWARS

March 14, 2023



Since 1899



**The original
Genesee and Wyoming Railroad
was 14 miles in upstate NY
serving one customer
that we still serve today**

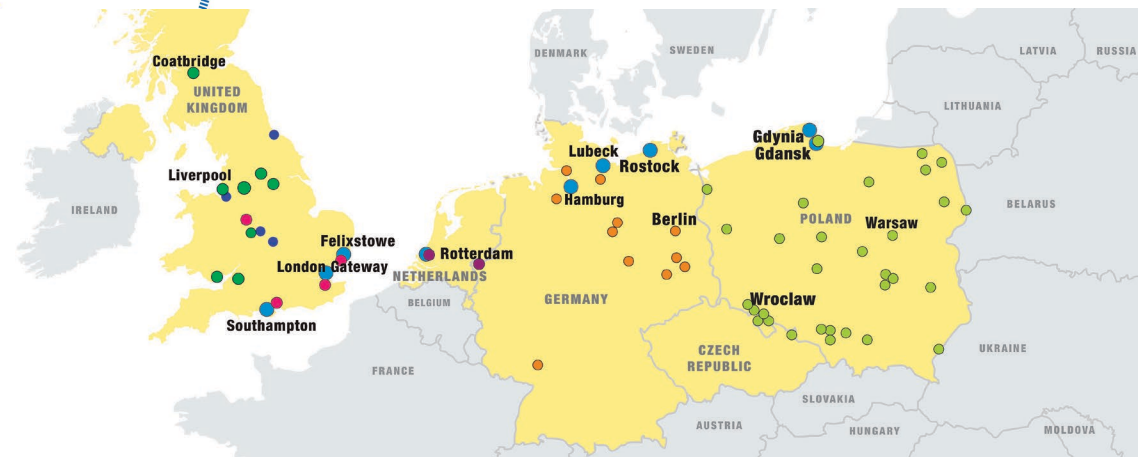
G&W Today



North America

UK/Europe

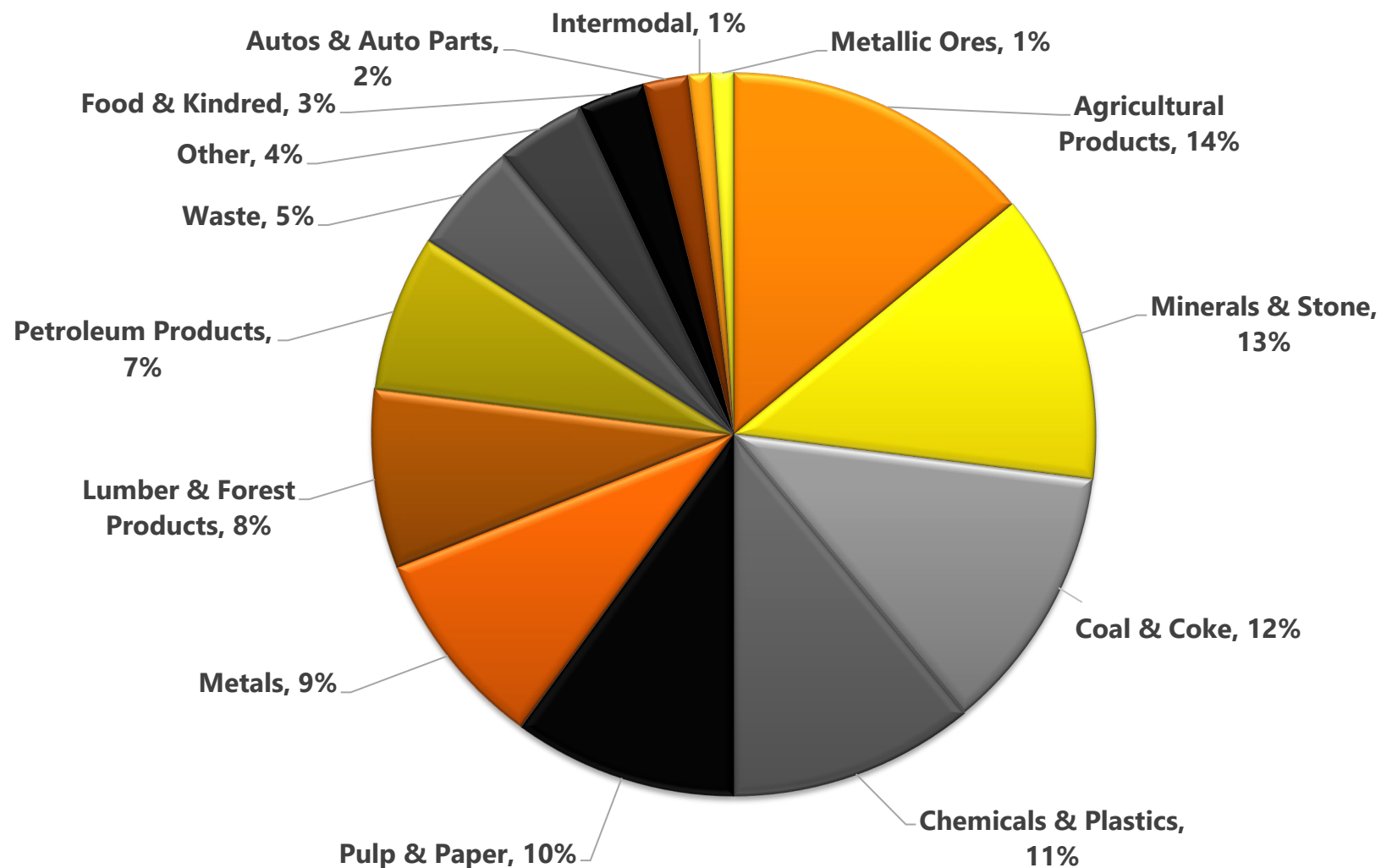
- Served Ports
- Freightliner Intermodal Terminals (Owned)
- Pentalver Intermodal Terminals
- Freightliner Served Intermodal Terminals (Third-Party)
- Freightliner DE
- Freightliner PL
- Rotterdam Rail Feeding



- **115** Railroads
- **7,300** Employees
- **3,000** Customers
- **13,000** Track Miles
- **2.4** Million Carloads

Commitment to Diversified Growth

2022 G&W North America Carloads by Commodity

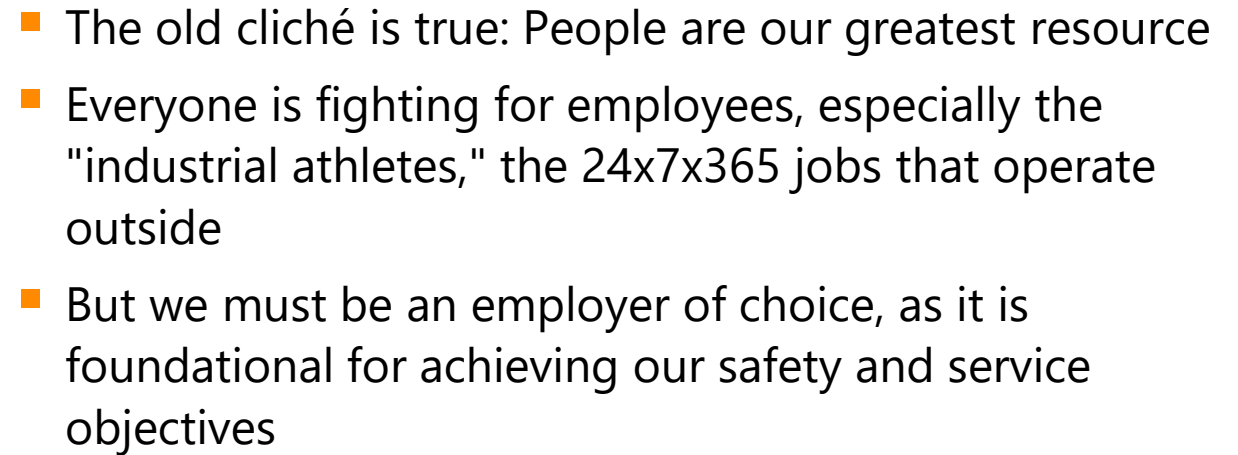


Top 5 Priorities for 2023

1. People
2. Service
3. Technology
4. ESG
5. Customer Value



Take care of our people so they can take care of our customers



1. Evaluating different schedules to provide better work-life balance (4 days on, 3 days off)
2. Setting days off especially for extra board employees who are on call 24x7
3. Employee engagement initiatives to help create a better work environment
4. Targeted wage increases – in some cases, double-digit increase
5. Creative bonus opportunities incentivizing attendance and long-term commitment to the job

#2- Service

Absolute commitment to our customers based on a philosophy of mutual success

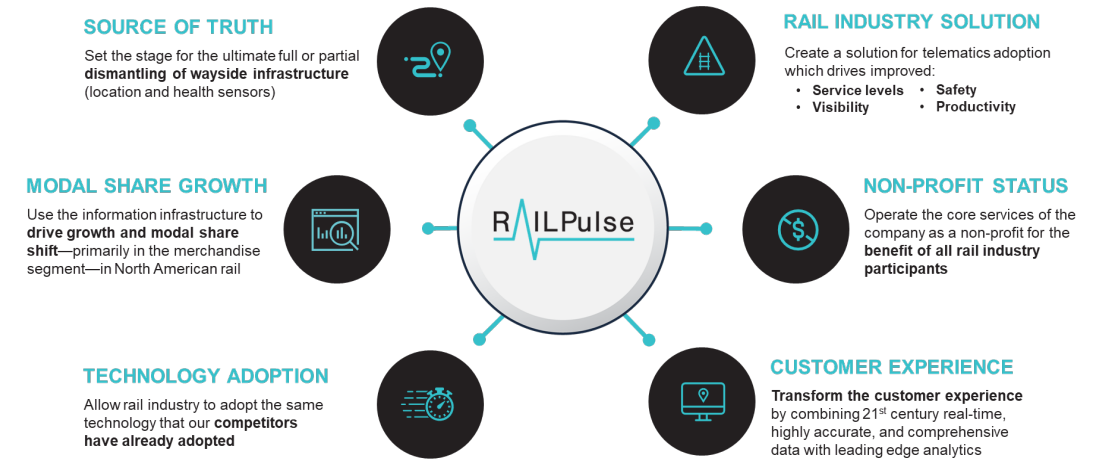


1. Overstaffing where it makes sense
2. Leveraging technology to improve transparency, timeliness and collaboration
3. Investing in infrastructure, equipment and technology at historic levels
4. Collaborating with customers to develop long-term mutual beneficial solutions
5. Continuing to focus on being nimble and responsive to changing customer demands

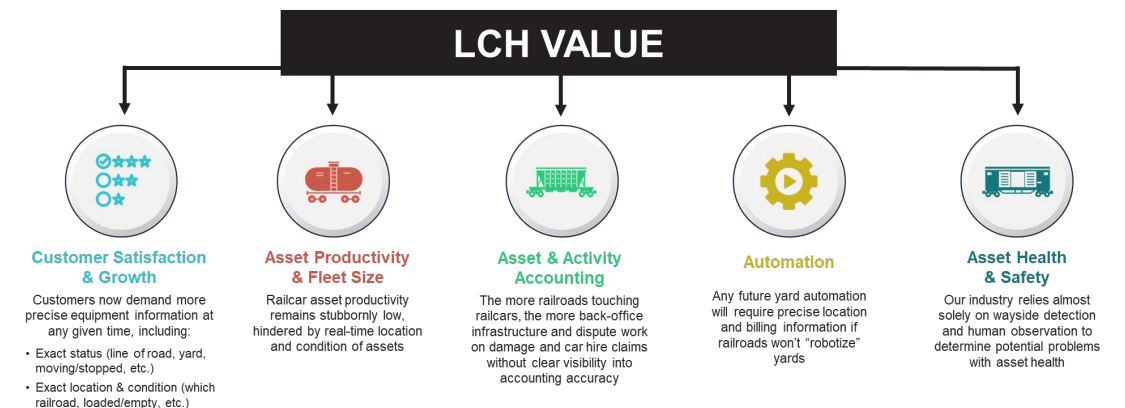
#3- Technology

Leverage technology to improve both the customer and employee experience while enhancing rail safety and efficiency

Lack of rail visibility challenges shippers' supply chains

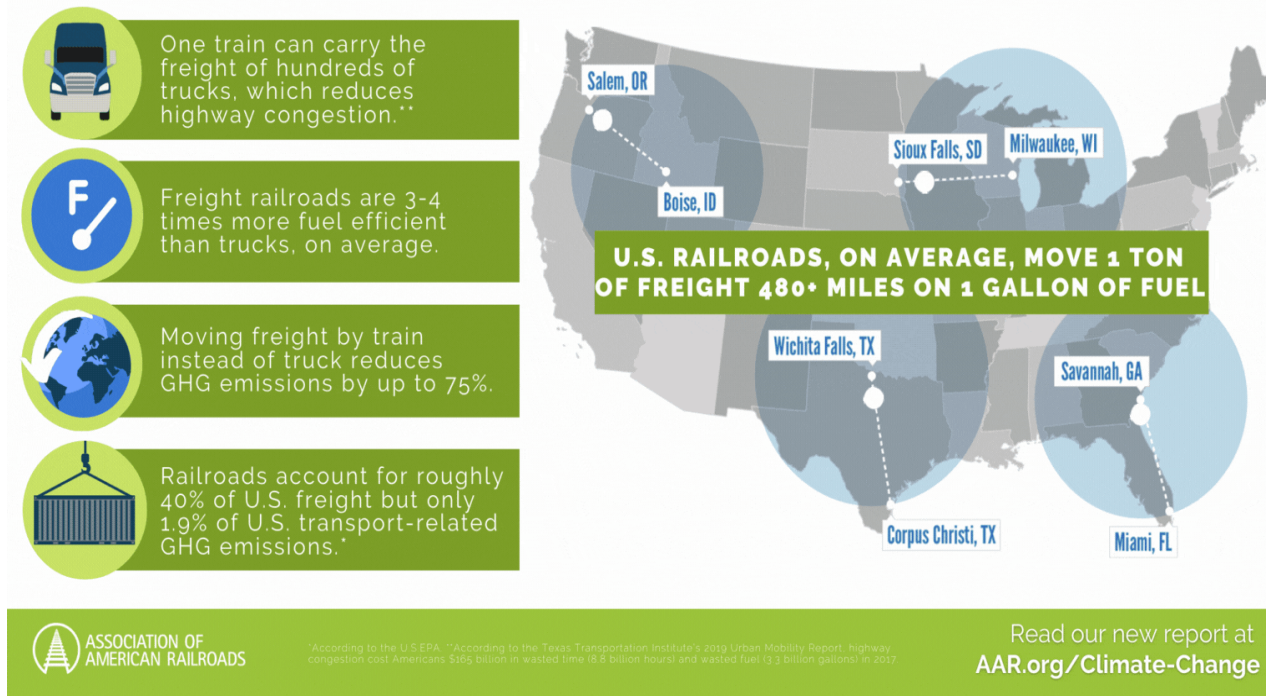


Value from LCH (Location, Condition, & Health) Monitoring



#4- ESG

Leveraging Rail's Inherent Sustainability Benefits to Drive Growth



- Leverage rail's energy efficiency to help customers achieve ESG goals
- Reduce expenses by being more sustainable
- Provide sustainable supply chain solutions
- Minimize both social and regulatory risk
- Attract employees and investors

ESG is a Win-Win-Win Opportunity for Customers, Society and Railroads

#4- ESG

Companies are looking beyond Scope 1 and 2, focusing on Scope 3

Majority of greenhouse gas (GHG) emissions and cost reduction opportunities lie outside of your company's operations.

#1 Carbon Trust research shows Scope 3 emissions represent 65% to 95% of GHF emissions

#2 Focusing on Scope 3 can help identify energy efficiency and cost reduction solutions across the supply chain

#3 Focusing on Scope 3 can meaningfully augment Scope 1 and Scope 2 emissions reduction efforts

#5- Customer Value Creation

Enhance the customer experience by making rail easier to do business with and creating more overall supply chain value



IMPROVE THE SERVICE
OFFERING TO OUR
CUSTOMERS



AUTOMATE PROCESSES



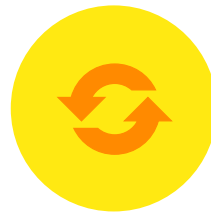
SIMPLIFY
INTERACTIONS



LEVERAGE
TECHNOLOGY



SCALABLE AND OPEN
FOR COLLABORATION



FACILITATE
CONTINUOUS
IMPROVEMENT



*Delivering on our first four priorities
will ensure we provide excellent
customer service, creating more value
for our customers.*



Our Goal Every Day